

20 October 1975

MEMORANDUM FOR: Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Deputy to the DCI for the Intelligence  
Community  
Deputy to the DCI for National Intelligence  
Officers  
Inspector General  
General Counsel  
Legislative Counsel  
Assistant to the Director

SUBJECT : Employee Perceptions

1. There is attached a memorandum of 16 October 1975 addressed to the Director entitled "Employee Perceptions". The background of the memorandum is recorded in its first paragraph.

2. The Director returned the paper to me on 18 October with the following comment:

"Most interesting - Suggest circulate  
to 9 a.m. meeting."

A copy is forwarded to you as suggested by the Director. As I am sure you will recognize, the penciled check marks are his.

STAT

John F. Blake  
Deputy Director  
for  
Administration

Att:

Distribution:

Original - DDI	1 - D/DCI/IC	1 - General Counsel
1 - DDO	1 - D/DCI/NIO	1 - Legislative Counsel
1 - DDS&T	1 - IG	
1 - Asst to DCI (Mr. Thuermer)		

DD/A 75-4857

16 OCT 1975

MEMORANDUM FOR: Director of Central Intelligence  
SUBJECT : Employee Perceptions

Sir:

1. Recently I asked the DDA Office Directors to elicit as best they could, in a low key manner, employee perceptions of how they see the Agency, the Office, and the individual. My request was prompted by the spate of publicity, including open Senate hearings, during recent weeks. I thought you might be interested in a composite based on the Office submissions.

2. As you might expect, individual responses ranged over the entire spectrum, from morale being eroded to morale being high, from the Director giving too much information to the Director doing exactly what is needed, from the Agency having engaged in reprehensible activities to the Agency having made minor mistakes trumpeted far beyond their importance. Attempting to draw a thread of consistency, therefore, is a bit difficult, but the following does provide some insight as to what the DDA employees perceive.

A. Morale: The definition of morale presents a problem. In any number of instances an individual reflects that his morale is good, but then goes on to express concerns about the investigations, the future of the Agency and his job security, which are part of the fabric of morale. In other words, it appears that he is reluctant to admit that his morale is being affected, but indirectly there is evidence that it is. Interestingly, morale appears to be higher among the rank and file and younger personnel than it does among those who have been with the Organization a longer period of time and are in more senior positions. This latter point relates to the

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fact there seems to be concern with the amount of "unproductive" time spent responding to congressional committees at the expense of carrying out one's duties and responsibilities, and the fact that a career of dedicated service is now open to criticism and question.

B. Reaction to Media: By and large those who have commented reacted negatively to the media indicating that in whatever form, the media is biased and politically oriented. One only hears or reads the sensational. Favorable comments or commentaries are seldom heard. ✓

C. Reaction to Investigations: Depending on the extent to which an Office is involved with the investigations, there is a high degree of sensitivity or relative indifference to what is going on. Generally, there is a reflection that a fair and responsible investigation into Agency activities is desirable. There seems to be general acceptance that further controls and specific delineations of responsibility by which the Agency might be guided would be wise. On the other hand, the reactions seem to indicate the Agency is not getting a fair shake and that Senators are using the hearings for their personal political futures and to expose the sensational in their own best interests. There is an indication that employees feel a certain amount of disillusionment, concern, and even revulsion at the revelations of the Senate hearings. There is an indication that long-term, devoted Agency employees have been somewhat betrayed. There seems to be a consistent thread that shows the younger employees are less concerned about the hearings than the long-term veterans who, over the years, were convinced of the Agency's effectiveness and goodness, and now have it thrown open to ridicule. ✓

D. Future: There is obvious concern for the uncertainty of the future of the Agency and whether or not it will continue to be able to fulfill its mission. The Agency's credibility has been damaged and to what extent it is reparable leaves some question. Recognizing that changes will be forthcoming in terms of greater control and accountability, there is concern that these might stifle creativity, imagination, ✓

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innovation and growth. With more red tape, the Agency will become a more typical government agency. There are those who recognize that on the short-term there might well be a serious impact on the Agency, but on the long haul the Agency will survive and might be better for having gone through these investigations. ✓

E. Mr. Colby's Image: By and large there is high praise and respect for Mr. Colby's personal honesty, forthrightness, character, and leadership. To quote one person, Mr. Colby has "been a perfect gentleman and has shown the patience of a saint and the endurance of an Apache Indian . . ." He is the best representative the Agency could have at this time. There is recognition that he is taking the rap for activities that happened prior to his watch. On the other hand, despite the respect for him and his patient handling of the committees, there is concern that he is providing too much information and revealing too many activities. Perhaps it is time for him to take a stronger defensive position on behalf of the Agency and its mission. ✓

F. Effects and Reaction: While a number of individuals comment that their morale is good, they now feel a sense of embarrassment and shame in admitting that they work for the Agency. There is a loss of pride related to earlier feelings that the Agency was indeed "the best" in government. There is recognition that the Agency has lost prestige and credibility and faces an atmosphere of uncertainty. Another quote--"I sense a degree of bewilderment that our proud house should prove so apparently vulnerable." Although not reported in a pointed sense, there is an indication of concern for job security in the future. By and large the hearings, their revelations, while questioned in terms of their complete authenticity, appear to have a gradually eroding effect on the conscience and morale of the employees. There was an emphatic reaction from one Office that the Sam Adams testimony was by far the most damaging and demoralizing challenge to the Agency. It was emphasized that his testimony must not go unchallenged. One final quote might be worth noting: "Since I don't really believe the Agency has ever been effectively managed, I don't find our present circumstances too unusual." ✓

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3. In summary, employee perceptions seem to reflect a "hang in there" attitude. Rather than reflecting poor morale per se, they reflect a sense of frustration and uncertainty. It would be less than honest, however, to say that morale has not been affected. There were precious few constructive suggestions toward offsetting these difficult times except to find ways of publicizing Agency successes, but even here one recognizes the difficulty of doing so without jeopardizing sources and methods.

4. The above composite as well as all information received from the Offices has been reviewed by the Administration Management Advisory Group (ADMAG). No other distribution has been made. I leave it to your discretion whether this would be an appropriate time to circulate to the other Directorates.



John F. Blake  
Deputy Director  
for  
Administration

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